Defense Logistics Agency

MARCH 1998

Information Technology Plan

For the latest version of the DLA Information Technology (IT) Plan and other IT material, please visit the DLA CIO Web Page Library at

www.cio.dla.mil

A MESSAGE FROM THE DIRECTOR

I am pleased to present the 1998 Defense Logistics Agency (DLA) Information Technology (IT) Plan. The Plan reflects the collaborative efforts of my senior IT officials and their staffs. It points all of us in the DLA IT community toward an agile, highly educated, well-equipped future, ready and able to anticipate our customers' needs.

I am a firm believer that skillful use of information technology resources gives us the edge in achieving military logistics excellence. The right tools in expert hands always improve the results. Count on DLA, as America's Logistics Combat Support Agency, to anticipate the challenges of warfare in a brand new century. We must keep pace with the most rapidly changing technological environment ever envisioned. To do so, we must be focused in our purpose, aggressive in meeting new challenges and untiring in our quest for technological knowledge and superiority.

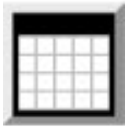
I am equally committed to the stand that information technology must always be used as a tool in support of the Agency's core business. No technology for technology's sake. I am especially delighted with the way this Plan is linked to 1998 DLA Strategic Plan, which defines our vision, mission, values, goals and objectives. The reader can map from the Strategic Plan's goals and objectives to the IT objectives. The Plan also draws guidance from the latest DoD ITM Strategic Plan.

This is a limited copy edition of the DLA IT Plan. I invite you to see the fully functional DLA IT Plan, which is web-based, dynamic, and hot-linked to give you instant access to all references and links referred to in this paper version. Further, the on-line IT Plan will be kept as current and as up-to-date as the new century's information technology needs demand. The World Wide Web address for the most recent DLA IT Plan is www.cio.dla.mil/98itp.

DLA is people, military and civilians, supporting the warfighting team. The dedicated, DLA IT professionals are proud to apply their imaginations and innovations in delivering these services. I am proud to present this 1998 DLA IT Plan as demonstration of our commitment.

Henry T. Glisson,
Lieutenant General, USA
Director

Contents

	Introduction	2
	Mission & Vision	3
	IT Planning	4
	Goals & Objectives	5
	Environmental Assessment	9
	Implementing the Plan	13
	IT Planning Events	14
	IT Performance Measures	15
	Strategic Plan Links	17
	Goals & Objectives - A Crosswalk	18

Introduction

One Team…One Focus

This Information Technology (IT) Plan supports the DLA vision: "America's logistics combat support agency…The warfighter's choice for integrated life cycle solutions through teamwork and partnership." The IT Plan is grounded in the mission and business goals and objectives of the DLA Strategic Plan.

The DLA Strategic Plan provides the road map to achieving DLA goals and objectives. It is integrally tied to the DoD goals and objectives articulated in Joint Vision (JV) 2010 and the Defense Planning Guidance (DPG). All DLA Business Area plans will support the DLA Strategic Plan and will provide specificity in achieving objectives and performance measures.

Attainment of DLA's corporate goals depends on the brokering of information and managing information technology (IT) through the implementation of the Information Technology Management Reform Act (ITMRA). IT serves as the principal enabler of this capability. IT provides visibility and access to customers and their needs, global inventories, contractual information, and manufacturing capabilities, substantially increasing the speed and effectiveness with which we communicate, receive, and assimilate information. IT enables the seamless integration of our current information systems with more agile, advanced technologies, facilitating communication among our organic capabilities, the industrial base, and our customers.

Information Technology is an enabler to the business mission, not an end unto itself. An IT Plan must reflect that fact. This Plan is a shadow document to the DLA Strategic Plan and supports the Agency's goals and objectives just as the DoD ITM Strategic Plan supports the Department's strategic level documents. The DLA IT Plan also serves as the Agency's corporate reference point from which the various business units plan and develop implementations to achieve those objectives.

Mission & Vision

Our IT Mission

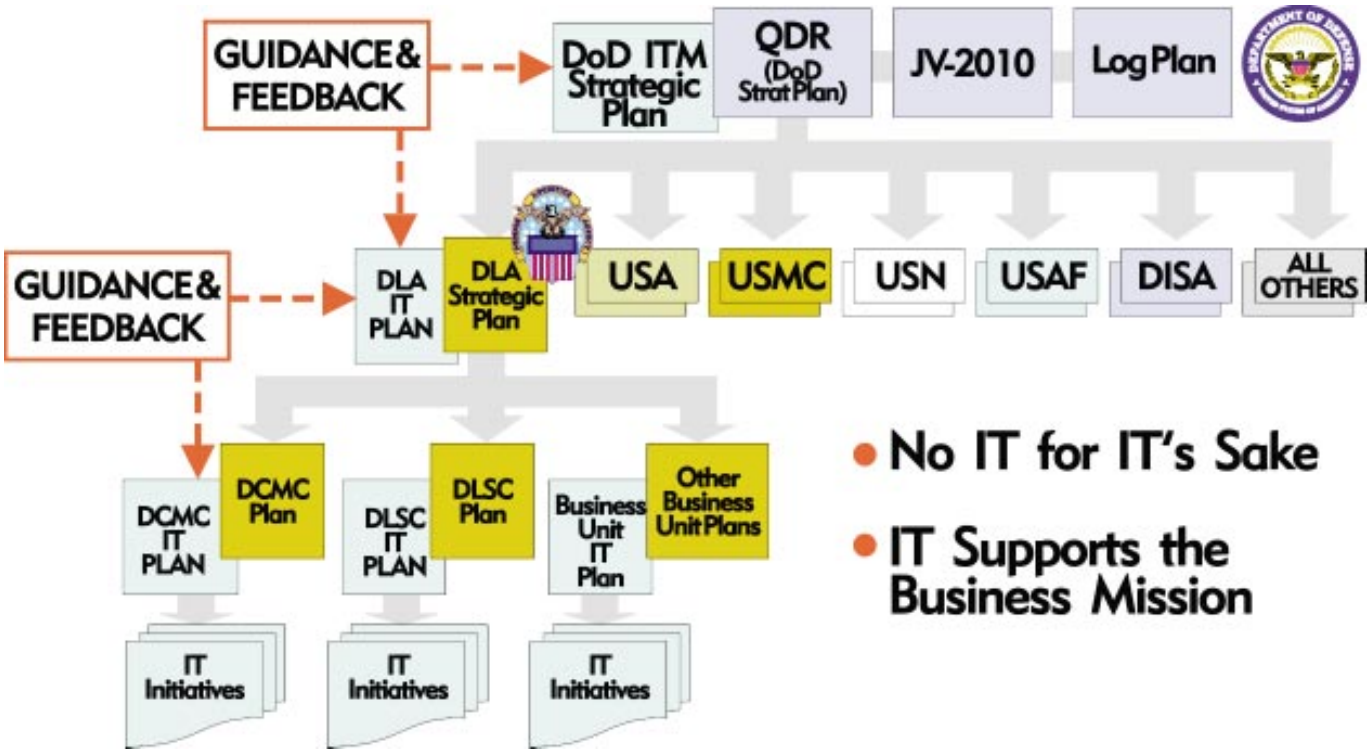
To provide the DLA team the technological infrastructure and decision support capability to access and share information 24 hours a day, 7 days a week to achieve world class logistics performance.

Our IT Vision

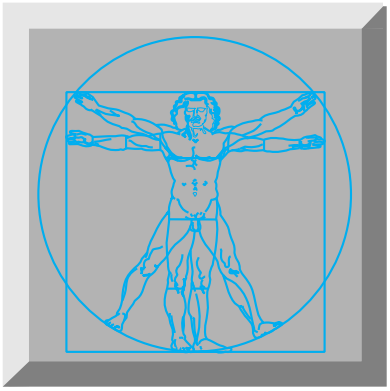
Information technology is the key enabler to delivering world class integrated life cycle support solutions to our customers.

IT Planning

The Big Picture



Information Technology planning is a continuous process. The business driver for DLA IT planning is the Agency's Strategic Plan. The DLA Strategic Plan, validated annually, translates the DoD's strategic direction, articulates the Agency's goals and objectives, and sets the course for all of the Agency's core activities. During the same period, the DoD Information Technology Management (ITM) Strategic Plan is revalidated, focusing on IT opportunities DoD-wide while providing common guidance to all DoD components.



Goals & Objectives

There are five DLA IT Goals:

1. Implement a client/server, standards-based IT architecture.
2. Establish an IT capital planning and investment control process.
3. Ensure our workforce has current IT skills through continuous IT education and training.
4. Institutionalize a corporate systems life-cycle management process.
5. Link to IT business plan requirements and performance measures.

Goals & Objectives

GOAL 1
Implement a client/server, standards-based IT architecture.

OBJECTIVES

1.1 Baseline the as-is IT architecture by end of FY98

1.2 Define a client/server, standards-based architecture by first quarter FY99

1.3 Develop transition plans for migrating from the as-is to the client/server, standards based architecture by second quarter FY99

1.4 Evaluate Defense Megacenter (DMC) costs to identify opportunities to reduce mainframe processing costs and implement client-server architectures, thereby reducing DMC operating costs in FY98

1.5 Separate the computing infrastructure from functional applications by structuring and acquiring application projects separately from infrastructure projects in FY99

1.6 Deploy corporate data warehouses in support of all components of logistics management (on-hand/due-in/intransit balances) by FY00

1.7 Use DoD standard data in new systems and register (map or match) its use in the Defense Data Dictionary System (DDDS) by end FY98

1.8 Identify systems modernization and rehost opportunities for 75% of DLA mainframe systems by FY99

1.9 Provide Continuity of Business Operations (COBOP) for DLA business applications and data in FY99, based on business needs and a Business Case Analysis (BCA)

1.10 Develop an Internet infrastructure migration strategy with milestones and estimated costs by FY99

1.11 Standardize on a corporate-wide, web-base search engine by FY99

1.12 Deploy all new applications on the web in tandem with versions which operate within client/server architectures in FY99

1.13 Use commercial-off-the-shelf (COTS) middleware products to provide access to legacy data and place data on the web in FY98

1.14 Use COTS report generation/decision-support tools to replace developed software for report writing by FY00 and publish on the web in lieu of hard copy

1.15 Require replacement of DLA PCs, beginning in FY98 with a 1/3 replacement of required DLA PCs with DII/COE compliant hardware and software and 1/5 of required DLA LAN, midtier, and telecommunications equipment

1.16 Define a security architecture for the Agency based upon business requirements and risk assessments in FY98

1.17 Standardize on a corporate-wide firewall by FY99

GOAL 2
Establish an IT capital planning and investment control process.

OBJECTIVES

2.1 Require BCAs for 100% of IT investment funding beginning FY98 and biennial BCAs on infrastructure replacement/modernization initiatives

2.2 Identify the ROI of IT investments and annually reevaluate the basis for and achievement of the ROI for all IT projects beginning FY99

2.3 Identify, establish, and align cost codes to architectural components by FY99

2.4 Require visibility of IT obligations in Monthly Obligation Plans(MOPs) beginning in FY98

2.5 Provide highest priority funding to IT investments that futher the implementation of the priorities of this Plan as well as those with the broadest "strategic match"

2.6 Centralize technical infrastructure funding at business offices in FY98

2.7 Require an annual DD review and approval of business area infrastructure investment plans

2.8. Require Year 2000 compliance and certification of all COTS and migration systems by beginning FY00

2.9 Require mandatory use of enterprise-wide licenses beginning FY98

2.10 Leverage investments in IT architecture components with enterprise-wide licenses beginning FY98

2.11 Evaluate the cost of procuring and operating computing environments in DLA to identify outsourcing opportunities beginning in FY98

2.12 Develop and annually approve a portfolio of applications for each business area beginning FY98 of the Return On Investment (ROI) for all IT projects

GOAL 3

Ensure our workforce has the current IT skills through continuous IT education and training.

OBJECTIVES

3.1 Identify in FY98 the IT knowledge and skills necessary for the entire DLA workforce to perform DLA's mission and functions

3.2 Baseline the IT skills of the non-IT workforce in FY98

3.3 Perform an annual assessment of the IT knowledge and skills of IT personnel beginning FY98, and identify plans to fill skill voids

3.4 Recommend IT training for inclusion in IDPs of IT and non-IT workforce

3.5 Nominate a minimum of four IT personnel yearly to participate in the National Defense University's (NDU) CIO Certificate program

3.6 Nominate a minimum of four personnel yearly to participate in NDU business reengineering and IT courses

3.7 Require context-sensitive, online help windows in 100% of new DLA applications by FY99

3.8 Foster the participation of the IT workforce in IT professional associations

3.9 Provide Computer-Based Training (CBT) in Microsoft products and web browsers to 100% of the workforce

3.10 Implement a common, standard, Microsoft-based desktop computing environment across the Agency by FY98

3.11 Provide desktop computing to 100% of office workers

3.12 Provide access to desktop computing to 100% of the workforce that do not work in fixed offices, i.e., DCMC Itinerants, DRMOs and depots

3.13 Create forums to allow employees, Agency-wide, to exchange ideas beyond departmental borders by FY99

GOAL 4

Institutionalize a corporate systems life-cycle management process.

OBJECTIVES

4.1 Require a Mission Needs Statement (MNS) and Operational Requirements Document (ORD) for all new developments, including prototypes

4.2 Establish a corporate configuration management board to address cross-functional issues and requirements in FY98

4.3 Establish a requirements analysis process that includes the participation of end users and focus groups and establish Integrated Process Teams (IPTs) composed of functional and technical experts for all application development/acquisition projects by FY00

4.4 Develop a sign-off process to ensure the participation of end users in the design of computer reports and screens (windows) by FY00

4.5 Require business reengineering and the consideration and adoption of commercial practices beginning FY98

4.6 Place the DLA IT architecture under configuration management in FY99

4.7 Foster the use of prototyping in applications development, using small increments which demonstrate near-term results/benefits in FY98

4.8 Require process and data models for 100% of new application projects beginning FY99

GOAL 5
Link to IT business plan requirements and performance measures.

OBJECTIVES

5.1 Link business area performance measures to IT investments beginning FY98 and document the performance improvement to be provided from the IT investment in the supporting BCA for the IT investment

5.2 Evaluate the effectiveness of IT investments on business performance indicators on a quarterly basis beginning in FY99

5.3 In addition to ROI, include within each business case:

- ❑ quantifiable outcome performance measures that clearly define how "success" of the investment will be measured after fielding
- ❑ a statement of "strategic match" to the mission and/or strategic goals of the business area, Agency, Department

5.4 Use IT to implement paperfree systems in 90% of DLA systems by FY00

5.5 Identify customer requirements for web-based data and deploy 100% of verified requirements on the web by FY02

5.6 Adopt commercial Electronic Commerce standards in the migration from Military Standard Systems (MILS)

5.7 Review 25% of existing applications per year for replacement with COTS logistics applications

5.8 Identify outcome-based performance measures for the development of IT projects in BCAs

5.9 Reduce DLA's communications costs (local and longhaul) 2%/year while increasing total bandwidth by 5%/year

5.10 Reduce DLA's DMC costs 5%/year beginning in FY98 (assuming no upward workload fluctuation) with IT performance improvement initiatives

5.11 Publish customer support performance metrics on the web by FY00

5.12 Web-enable the customer complaint process by FY00

Environmental Assessment

Many internal and external environmental factors drive our businesses, and therefore influence our plans to reengineer both business processes and the IT support that those processes might entail.

Legislation and Policy

The Information Technology Management Reform Act, Government Performance and Results Act (GPRA), Paperwork Reduction Act, OMB Circular A-130, and other laws and policies are providing new requirements and opportunities for the role of information technology in providing government services. Numerous initiatives under the National Performance Review are changing the nature of centralized government and providing new direction by which we provide products and services to our customers.

Resources

Over the last few years DLA has had to reduce its staff as part of government-wide staffing reductions. Consequently, DLA has lost many talented and experienced IT professionals and their knowledge base. Moreover, the widening government-private sector pay differential causes additional recruitment and retention challenges.

Economic Factors

As a consequence of the drive to balance the federal budget and reduce the deficit, all government organizations are under intense fiscal pressures. Programs are being proposed for elimination or substantial reduction, activities are being privatized, and reorganizations have occurred in an effort to consolidate operations and further reduce costs.

Partnerships

A healthy economy and high demand for IT services are pushing the industry to offer more services, faster and cheaper than before, increasing opportunities for outsourcing and partnering to obtain those services.

Technology

Industry continues to provide innovations in IT products and services. In recent years the IT industry has seen the maturation of Commercial off-the-shelf (COTS) applications for logistics. Adopting COTS and commercial business practices and data is an imperative for agencies across the Federal Government. In particular, the expanded use of commercial Electronic Commerce standards is expected to have significant paybacks and support Defense Reform Initiatives for paper-free business processes. The Internet infrastructure and information and-commercial services on the Internet are rapidly expanding. The introduction of web browsers and search engines has revolutionized the use of Internet from its modest roots as a fail-safe

communications vehicle to a global distributed database. Computerization and miniaturization of sensors and devices have provided revolutionary opportunities for radically changing business processes.

Doctrine

Business Process Reengineering, process innovation through information technology, quality improvement, and other methodologies for improving work processes have been accelerating. Recently the Secretary of Defense observed that

> "DoD has labored under support systems and business practices that are at least a generation out of step with modern corporate America. DoD support systems and practices that were once state-of-the-art are now antiquated compared with the systems and practices in place in the corporate world, while other systems were developed in their own defense-unique culture and have never corresponded with the best business practices of the private sector."
>
> Defense Reform Initiative Report, November l997

One of the four principal pillars of Joint Vision 2010 is Focused Logistics. Focused Logistics requires the substitution of precision for mass: the ability to locate, place, move and reposition the correct quantities of the correct materials within very short timeframes. Technological innovation and information superiority are key enablers. A continuous, seamless flow of information between the sustaining base and the battlefield replaces large investments in infrastructure for delivering logistics support.

Investment Strategy

DLA, like other Government agencies, recognizes the need to keep pace with rising expectations for improved services and lower costs. Investments in information technology can have a dramatic impact on our ability to meet these expectations. Significant performance improvement can be achieved by managing IT investments within an overall framework that aligns technology with business needs and priorities. Such a framework seeks to minimize risks and maximize returns on those IT investments that have the best chance of significantly improving business performance.

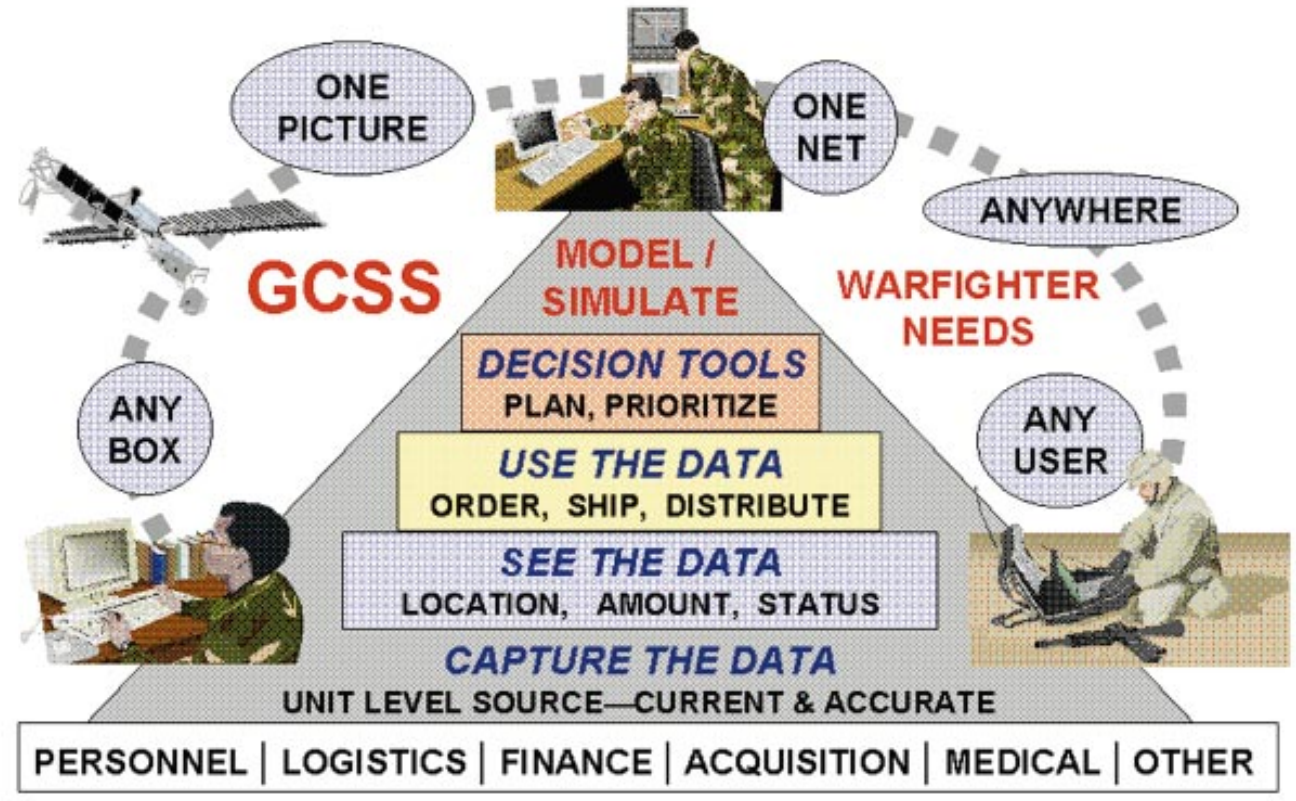
The predominant view within the DoD, as espoused in the OASD C3I "Guide for Managing Information Technology as an Investment, and Measuring Performance," dated February 10, 1997 is to follow a three-phased management approach for selecting, controlling, and evaluating IT investments. All IT investments are reviewed, monitored, and evaluated throughout their life cycle. Consideration is given to cost, risk, return and continued alignment to mission needs. Investments that do not meet prescribed investment criteria or that do not continue to produce expected results are eliminated from the Agency's portfolio of projects.
The DLA Information Technology Management Team has chartered a cross-functional working group to develop an overall strategy which inculcates the three-phased selection, control and evaluation management approach to investment decision. The results of their work will be published in an Investment Guide.

Environmental Assessment

Implementation of the Global Combat Support System (GCSS) is one of the key strategies the Department is employing to achieve this flow of information. The relationship between GCSS and the functionality delivered via GCSS is as follows:

❑ GCSS is the name of a "system of systems" designed specifically to facilitate combat support. It is built upon a client/server, standards-based technical architecture, termed the Defense Information Infrastructure (DII) Common Operating Environment (COE).

❑ Business processes, such as acquisition, inventory management, and distribution, are supported by business system applications, which share data. Military Departments and Defense Agencies use standard data and identify the applications to be integrated into the GCSS.



DLA must position itself to take full advantage of these advances in IT. To do this, **IT must be managed as a business**, wherein investments must positively impact the bottom line and mission effectiveness.

Environmental Assessment

Organizational Attributes

There are several overall organizational attributes that are essential for effective investment management. These are senior management attention, overall mission focus, and a comprehensive portfolio approach to IT investment.

Senior Management Attention—DLA senior managers will be continuously involved in the IT investment process, with the authority to make decisions to continue, modify, or cancel IT investment programs. A disciplined decision-making process with the capability to approve, cancel, or delay projects, mitigate risks, and validate expected returns on IT investments will also be established. There will be clearly defined roles, responsibilities, and accountability; formal agreements between organizations (CIOs, Business Offices, PMs, and IT users) will be established; IT issues and requirements will be integrated into financial and operational strategic planning; and the Business Office and CIO will be involved in IT operational decisions.

Overall Mission Focus—The DLA organization's mission, goals, objectives, and performance measures will be linked to strategic planning as required by ITMRA and GPRA. Mission goals will be translated into objective, results-oriented measures of performance to establish a baseline for measuring the value of IT investments. If an IT investment does not measurably improve mission performance, regardless of how well the program met cost, schedule, or performance requirements, the investment will not be made. Business processes supported by IT investments will be continuously reviewed and, if necessary, reengineered to ensure the full value of the investment is realized. Mission benefit, not cost and schedule constraints, will be the overriding measure of success for any IT project.

Portfolio Approach to IT Investment—The IT investment portfolio will be defined in every phase of development, from concept exploration to operational deployment. For each phase of investment, there will be appropriate review processes, documentation requirements, and selection criteria. Dollar thresholds will be established to assign investment decisions to the appropriate level of authority, but consistent decision-making processes should be used throughout the organization. Supplemental criteria will be established to identify mission-critical projects that fall below the dollar threshold but still require higher management review.

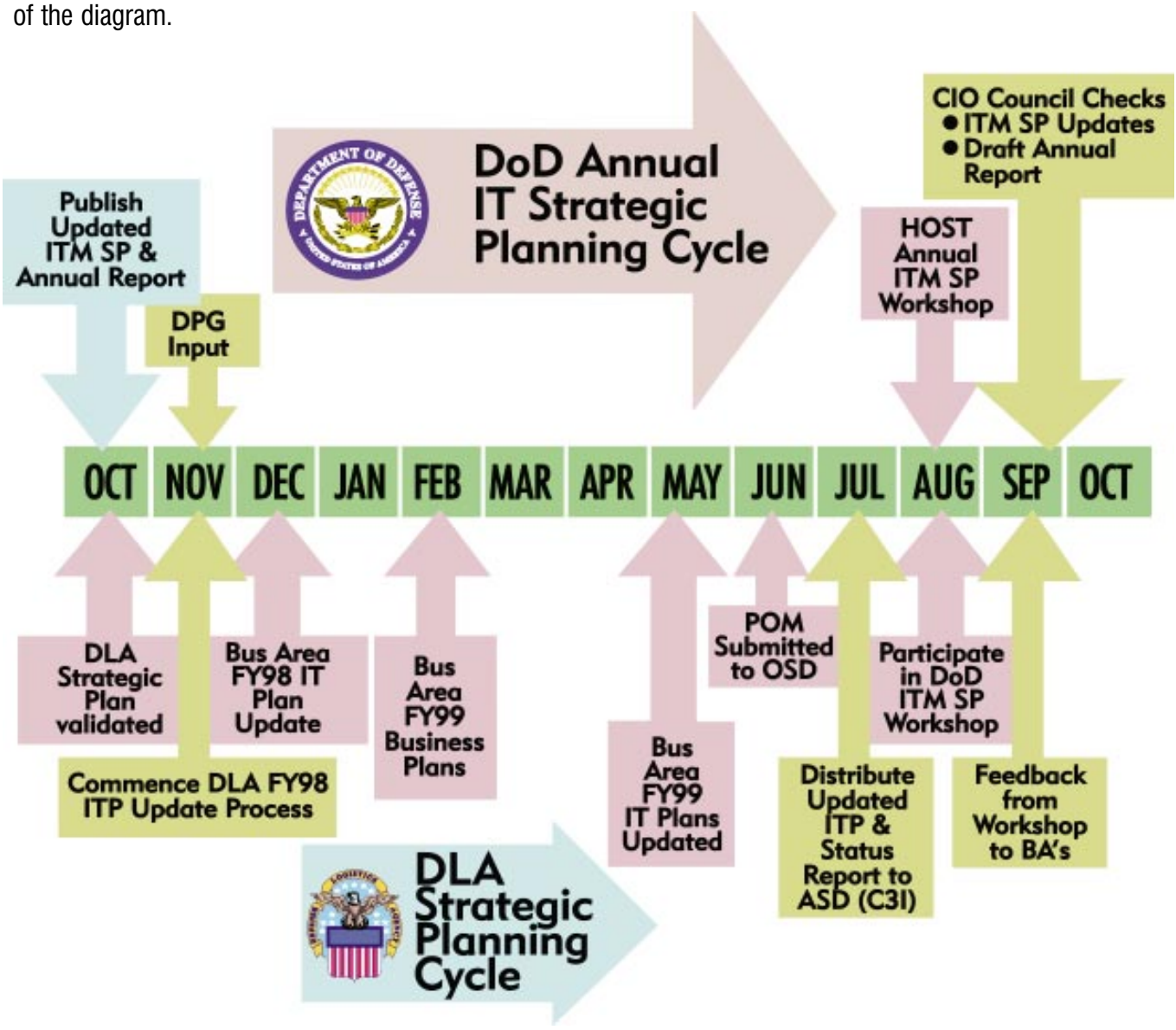
Implementing the Plan

The Defense Department's strategic direction must ultimately translate to Defense component implementation initiatives. It is useful to consider a purely "IT" view of how one document's intent feeds another. The figure below illustrates the "thread" or "link" that connects the Department's top IT goals through to the Agency's IT objectives, which are generally carried to implementation through business area strategies, initiatives, and projects.

GOALS—OBJECTIVES—STRATEGIES

IT Planning Events

Information Technology planning is indeed a continuous process. As stated earlier, the business driver for DLA IT planning is the Agency's Strategic Plan. The DLA Strategic Plan, validated annually, translates the Department's strategic direction, articulates the Agency's goals and objectives, and sets the course for all of the Agency's core activities. During the same period, the DoD Information Technology Management (ITM) Strategic Plan is revalidated, focusing on IT opportunities DoD-wide while providing common guidance to all DoD components. Although variations are to be expected, the primary events that take place during a typical annual cycle are shown in the chart below. On the top are the key DoD milestones that affect some of the critical DLA IT planning events which are depicted on the lower half of the diagram.



IT Performance Measures

IT performance measures are related to users' needs and expectations and may impact many of the business area performance measures. While all performance measures are categorized in terms of cost, quality, and cycle time, IT performance measures are also categorized as development, operations, and cost accountability. Development measures are pre-systems/application deployment measures that rely upon program/project management and acquisition metrics.

Development metrics are measures of how successfully an IT development project is defined, executed, and implemented.

Operations metrics are post system/application deployment measures that incorporate many of the metrics currently used to measure DMC operations, but extend to the mid-tier and desktop as well.

Cost accountability metrics are those that apply to managing costs during both operations and development phases of the system's life cycle. The metrics with their targets that support each of these three categories of IT performance measures are shown below. These metrics and targets are to be incorporated into business area plans, BCAs, and system reviews and evaluated on a quarterly basis. The metrics, measures, and targets should be benchmarked against industry and other government agencies to help in fine-tuning the metrics and setting stretch goals for the targets.

DEVELOPMENT MEASURES

- ❑ DEPENDABILITY. Ninety percent of new functional requirements held to original baseline while undergoing design/development/initial deployment (measured on a business area application portfolio basis).

- ❑ RELIABILITY. Eighty percent of new applications requiring over 1000 hours of design/development time, completed within 10% or original cost/schedule/performance agreements or reported to management as a termination candidate.

OPERATIONS MEASURES

- ❑ RESPONSE TIME. Mainframe systems provide response time of 2 seconds or less (measured at the desk top), for on-line applications, during 95% of the normal DLA work ing hours AVAILABILITY. On-line mainframe applications available 99% of the normal DLA working hours (5 minutes failure during each 10 hours).

- ❑ CYCLE TIME. Scheduled mainframe batch cycles completed on time (not interfering with scheduled on-line windows) and when scheduled 98% of the time as measured by functional user survey.

IT Performance Measures

- AVAILABILITY. Mid-tier applications/systems provide 99% uptime during the normal DLA working hours with response times of less than 5 seconds.

- CYCLE TIME. New, replacement, and upgraded COTS software products available to 100% of authorized users within three months of receipt by the first DLA activity.

- AVAILABILITY. LANs and office automation applications available to users 99% of the normal DLA working hours.

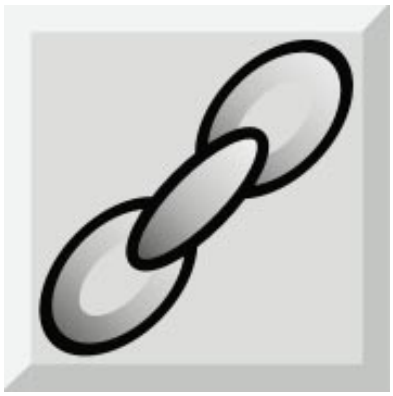
- ACCURACY. The data contained in DLA databases and processed by DLA applications contain no more than 5% errors (95% accurate) as measured against the metadata of DoD standard data. This standard is established for FY00, increasing to 99% accuracy by FY03.

COST ACCOUNTABILITY

- OPERATIONS COST. The ratio of LAN/mid-tier operations/end user computing support personnel to functional users (measured across all DLA) is 1-to-75.

- DEVELOPMENT COST. The ratio of software developers to end users is 1-to-500 (measured across all of DLA).

- TOTAL COST. The total cost of IT is contained to 15% of total operating cost.



Strategic Plan Links

(NOTE: The web version of this plan provides hot links to most of the documents referenced below. Please visit www.cio.dla.mil/98itp)

The DLA Strategic Plan provides the mission focus and the strategic business vision, goals, and objectives that drive this Information Technology Plan (ITP).

The Information Technology Management Reform Act (ITMRA), and the Government Performance and Results Act (GPRA) levy statutory requirements which are fundamental guidelines for both the DLA Strategic Plan and this ITP.

The DoD Information Technology Management Strategic Plan, first issued in March, 1997 is the Defense Department's corporate plan for charting the course of IT use. DoD components participate in its annual update. The DLA IT Plan is designed to illustrate IT support for the DoD Goals and objectives through the DoD ITM Strategic Plan.

Other DoD plans that impact requirements for the DLA Strategic Plan and the ITP include:

- ❑ Defense Planning Guidance
- ❑ Quadrennial Defense Review
- ❑ JV2010
- ❑ DoD Logistics Strategic Plan
- ❑ Defense Reform Initiative Report
- ❑ Logistics Business Systems Corporate Strategy

A number of IT-related initiatives and directives also influence the ITP, among them:

- ❑ DoDD 5000.1 Defense Acquisition
- ❑ DoDD 8000.1 Defense Information Management (IM) Program
- ❑ DoDD 8320.1 DoD Data Administration
- ❑ DoD Directives are available online in various document formats at DefenseLINK's web site: http://web7.whs.osd.mil/corres.htm

DefenseLINK's DoD Directives.

- ❑ Joint Total Asset Visibility
- ❑ Global Combat Support System
- ❑ Defense Information Infrastructure/Common Operating Environment (DII/COE)
- ❑ Shared Data Environment
- ❑ DLA IT Architecture Guidelines

This plan provides guidance for developing DLA business area IT plans. These plans show by business function and system the migration plans, cost and metrics of IT investments necessary to implement the goals and objectives contained in this plan. Quarterly assessments of the performance of these plans will be conducted in accordance with the DLA Strategic Plan (see Implementation section).

Goals & Objectives - A Crosswalk

Linking the DLA IT Goals and Objectives to the 1998 DLA Strategic Plan and the 1998 DoD ITM Strategic Plan

DLA IT Plan Goal 1

Implement a client/server, standards-based IT architecture.

DLA IT Objective	1998 DLA Strategic Plan (Goal, Objective)	1998 DoD ITM Strategic Plan (Objective)
1.1 Baseline the as-is IT architecture by end of FY98	4,3	2.2
1.2 Define a client/server, standards-based architecture by first quarter FY99	4,3	2.2
1.3 Develop transition plans for migrating from the as-is to the client/server, standards-based architecture by second quarter FY99	4,3	2.2
1.4 Evaluate Defense Megacenter (DMC) costs to identify opportunities to reduce mainframe processing costs and implement client server architectures, thereby reducing DMC operating costs in FY98	4,3	2.2 3.1
1.5 Separate the computing infrastructure from functional applications by structuring and acquiring application projects separately from infrastructure projects in FY99	4,3	2.2 3.1
1.6 Deploy corporate data warehouses in support of all components of logistics management (on-hand/due-in/intransit balances) by FY00	2,1 4,3	2.2
1.7 Use DoD standard data in new systems and register (map or match) its use in the Defense Data Dictionary System (DDDS) by end FY98	4,3 2,1 1,7	2.2
1.8 Identify systems modernization and rehost opportunities for 75% of DLA mainframe systems by FY99	4,3	2.2
1.9 Provide Continuity of Business Operations (COBOP) for DLA business applications and data in FY99, based on business needs and a Business Case Analysis (BCA)	2,1	4.1 4.2

Goals & Objectives - A Crosswalk

1.10 Develop an Internet infrastructure migration strategy with milestones and estimated costs by FY99	4,5	2.4 1.3
1.11 Standardize on a corporate-wide, web-base search engine by FY99	4,5	2.2
1.12 Deploy all new applications on the web in tandem with versions which operate within client/server architectures in FY99	4,5 2,4 4,6	2.4 1.3
1.13 Use COTS middleware products to provide access to legacy data and place data on the web in FY98	4,3	2.4
1.14 Use COTS report generation/decision-support tools to replace developed software for report writing by FY00 and publish on the web in lieu of hard copy	4,5 4,3	2.4
1.15 Require replacement of DLA PCs, beginning in FY98 with a 1/3 replacement of required DLA PCs with DII/COE compliant hardware and software and 1/5 of required DLA LAN, midtier, and telecommunications equipment	4,3 3,3	2.2
1.16 Define a security architecture for the Agency based upon business requirements and risk assessments in FY98	4,3 2,5	4.1 4.2
1.17 Standardize on a corporate-wide firewall by FY99	4,5	4.2 4.1

DLA IT Plan Goal 2

Establish an IT capital planning and investment control process.

DLA IT Objective	1998 DLA Strategic Plan (Goal, Objective)	1998 DoD ITM Strategic Plan (Objective)
2.1 Require BCAs for 100% of IT investment funding beginning FY98 and biennial BCAs on infrastructure replacement/modernization initiatives	1,2	3.1
2.2 Identify the ROI of IT investments and annually reevaluate the basis for and achievement of the ROI for all IT projects beginning FY99	1,2 2,7	3.1
2.3 Identify, establish, and align cost codes to architectural components by FY99	1,2	3.1
2.4 Require visibility of IT obligations in Monthly Obligation Plans (MOPs) beginning in FY98	1,2	3.2

2.5 Provide highest priority funding to IT investments that further the implementation of the priorities of this Plan as well as those with the broadest "strategic match."	1,2	3.1
2.6 Centralize technical infrastructure funding at business offices in FY98	2,2	3.1
2.7 Require an annual DD review and approval of business area infrastructure investment plans	1,2 2,2	3.1
2.8. Require Year 2000 compliance and certification of all COTS and migration systems by beginning FY00	4,3	2.2
2.9 Require mandatory use of enterprise-wide licenses beginning FY98	5,1 1,2	3.1 2.2
2.10 Leverage investments in IT architecture components with enterprise-wide licenses beginning FY98	5,1 1,2	3.1 2.2
2.11 Evaluate the cost of procuring and operating computing environments in DLA to identify outsourcing opportunities beginning in FY98	1,2 5,1	3.1
2.12 Develop and annually approve a portfolio of applications for each business area beginning FY98	1,2	3.1 3.2

DLA IT Plan Goal 3

Link IT to business plan requirements and performance measures.

DLA IT Objective	1998 DLA Strategic Plan (Goal, Objective)	1998 DoD ITM Strategic Plan (Objective)
3.1 Identify the IT knowledge and skills necessary for the entire DLA workforce to perform DLA's mission and functions in FY98	3,1 4,4	3.3
3.2 Baseline the IT skills of the non-IT workforce in FY98	3,1 3,5	3.3
3.3 Perform an annual assessment of the IT knowledge and skills of IT personnel beginning FY98, and identify plans to fill skill voids	3,1	3.3
3.4 Recommend IT training for inclusion in IDPs of IT and non-IT workforce	3,3	3.3
3.5 Nominate a minimum of four IT personnel yearly to participate in the National Defense University's (NDU) CIO Certificate program	3,3 3,4	3.3

3.6 Nominate a minimum of four personnel yearly to participate in NDU business reengineering and IT courses	3,3 3,4	3.3
3.7 Require context-sensitive, on-line help windows in 100% of new DLA applications by FY99	3,3 3,4	3.2
3.8 Foster the participation of the IT workforce in IT professional associations	3,3 3,4	3.3
3.9 Provide CBT in Microsoft products and web browsers to 100% of the workforce	3,3 3,4	3.2
3.10 Implement a common, standard, Microsoft-based desktop computing environment across the Agency by FY98	4,3	2.2
3.11 Provide desktop computing to 100% of office workers	3,3 3,4	3.2 2.2
3.12 Provide access to desktop computing to 100% of the workforce that do not work in fixed offices, i.e., DCMC Itinerants, DRMOs and depots	3,3 3,4	3.2 2.2
3.13 Create forums to allow employees, Agency-wide, to exchange ideas beyond departmental borders by FY99	3,4 1,3	3.3

DLA IT Plan Goal 4

Institutionalize a corporate systems life-cycle management process.

DLA IT Objective	1998 DLA Strategic Plan (Goal, Objective)	1998 DoD ITM Strategic Plan (Objective)
4.1 Require a Mission Needs Statement (MNS) and Operational Requirements Document (ORD) for all new developments, including prototypes	1,2	3.1 3.2
4.2 Establish a corporate configuration management board to address cross-functional issues and requirements in FY98	2,1	3.1 3.2
4.3 Establish a requirements analysis process that includes the participation of end users and focus groups and establish Integrated Process Teams (IPTs) composed of functional and technical experts for all application development/acquisition projects by FY00	2,1	1.1

4.4 Develop a sign-off process to ensure the participation of end users in the design of computer reports and screens (windows) by FY00	2,1	1.2
4.5 Require business reengineering and the consideration and adoption of commercial practices beginning FY98	2,1 4,4	3.1 3.2
4.6 Place the DLA IT architecture under configuration management in FY99	4,3	3.1 3.2
4.7 Foster the use of prototyping in applications development, using small increments which demonstrate near-term results/benefits in FY98	2,1	3.1 3.2 3.3
4.9 Require process and data models for 100% of new application projects beginning FY99	4,3 2,1	2.1 3.2

DLA IT Plan Goal 5

Link IT to business plan requirements and performance measures.

DLA IT Objective	1998 DLA Strategic Plan (Goal, Objective)	1998 DoD ITM Strategic Plan (Objective)
5.1 Link business area performance measures to IT investments beginning FY98 and document the performance improvement to be provided from the IT investment in the supporting BCA for the IT investment	1,3 1,2	1.1 1.2 3.1 3.2
5.2 Evaluate the effectiveness of IT investments on business performance indicators on a quarterly basis beginning in FY99	1,3 1,2	1.2 3.2
5.3 In addition to ROI, include within each business case: ❑ quantifiable outcome performance measures that clearly define how "success" of the investment will be measured after fielding ❑ a statement of "strategic match" to the mission and/or strategic goals of the business area, Agency, or Department	 1,3	1.2 3.1 3.2
5.4 Use IT to implement paper-free systems in 90% of DLA systems by FY00	2,6 1,2 5,3	2.2

Goals & Objectives - A Crosswalk

5.5 Identify customer requirements for web-based data and deploy 100% of verified requirements on the web by FY02	1,3 4,5	1.2 2.2 1.1
5.6 Adopt commercial Electronic Commerce standards in the migration from MILS	4,3 4,6 5,3	2.2
5.7 Review 25% of existing applications per year for replacement with COTS logistics applications	1,2	3.1
5.8 Identify outcome-based performance measures for the development of IT projects in BCAs	1,2	3.2
5.9 Reduce DLA's communications costs (local and longhaul) 2%/year while increasing total bandwidth by 5%/year	1,2	2.2
5.10 Reduce DLA's DMC costs 5%/year beginning in FY98 (assuming no upward workload fluctuation) with IT performance improvement initiatives	1,2	2.2
5.11 Publish customer-support performance metrics on the web by FY00	1,3 5,2	3.1
5.12 Web-enable the customer complaint process by FY00	1,3 5,2	3.1